



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY ACCESSIONS SUPPORT BRIGADE
BUILDING 206, 9TH CAVALRY REGIMENT AVENUE
FORT KNOX, KENTUCKY 40121-2725

REPLY TO
ATTENTION OF

ATAL-B-Z

13 Jul 05

MEMORANDUM FOR Soldiers of Accessions Support Brigade

SUBJECT: Commander's Philosophy

1. Purpose: To maintain a standard of success, a positive attitude and a decentralized methodology in Accessions Support Brigade.
2. Endstate: A brigade capable of providing positive strategic visibility of the US Army. We will achieve constant success and periodic excellence that operates on these key tenets:
 - a. Safety: Some things are worth risk. Few things are worth being risky. The priority of effort in this brigade is Soldiers first, then mission. I reserve the right to change that priority (This tenet is non-negotiable).
 - b. Individual Integrity, Honor, and Discipline: Whatever happens in your presence, or with your knowledge, becomes your personal standard. If it happens in public; it becomes the standard of the entire US Army. Don't allow a sub-standard activity to transpire. Make yourself and your Army proud of your standards. (This tenant is non-negotiable).
 - c. Empowerment: I require both individual empowerment and individual accountability. You can't have one without the other. 0% _____ 100%
 - d. Synergy: The brigade headquarters is tasked with synchronizing efforts to provide maximum effectiveness. None of us can afford to waste effort. We must all ensure we see the connection between our efforts and ether a positive lead for a recruiter or positive impression of our Army by our citizens.
 - e. Enthusiasm: Don't confuse enthusiasm with capability. Have both.
 - f. Situational Awareness: Always understand your environment. This consists of three tasks: read the situation correctly, choose the correct action/solution, and execute the action/solution correctly. My experience says that most mistakes are made in the first step.
 - g. Recruit/Re-enlist: Give your comrades respect and set them up to succeed. Everyone in this brigade is a recruiter and re-enlistment NCO.
 - h. Have fun and make sure others do too.

WALTER M. HERD
COL, SF
Commanding